

RISK MANAGEMENT STRATEGIC BUSINESS PLAN FY09/10

COUNTY MISSION

The mission of Maricopa County is to provide regional leadership and fiscally responsible, necessary public services so that residents can enjoy living in a healthy and safe community.

COUNTY VISION

Citizens serving citizens by working collaboratively, innovatively, efficiently, and effectively. We will be responsive to our customers while being fiscally prudent.

DEPARTMENT MISSION

The mission of the Risk Management Department is to provide loss prevention and control programs and direction, insurance, environmental and claims management services to Maricopa County departments, districts and Trust members to reduce or eliminate losses.

DEPARTMENT VISION

The Risk Management Department will be recognized as a leader and relied upon for a countywide risk management philosophy and culture.

DEPARTMENT VALUE STATEMENT

DEPARTMENT ISSUES

The County is facing a serious revenue short fall. The demand for County services remain stable, which means continuing risk. If risks are not addressed then the potential liability exposure to the County will result in increased costs further negatively affecting the County's budget.

The County injury incident rate in FY06/07 was 4.96, for FY07/08 it had increased to 5.05, if the increase in the injury incident rate is not addressed, departments' costs will increase and productivity will decrease.

Continuing negative socioeconomic factors (litigious society, insurance markets' instability) have increased the Cost of Risk (litigation expenses, insurance premium costs) to the County.

Retention and recruitment of skilled and experienced Risk Management professionals is key to providing our customers competent advice and services on risk issues.

STRATEGIC GOALS

By 2015, the Cost of Risk will be at or less than 1%.

By 2015, the injury incident rate will not increase each year by more than 1% over the 3-year-average.

By 2015, voluntary, non-retirement turnover will be 10% or less.

CLAIMS AND INSURANCE PROGRAM PROGRAM STATEMENT

The purpose of the Claims and Insurance Program is to provide claims and insurance services to Maricopa County departments, districts, and trust members so they can reduce or manage the cost of claims, expenses, and obtain insurance coverage at the best possible cost to the County.

AUTO LIABILITY ACTIVITY ACTIVITY STATEMENT

The purpose of the Auto Liability Activity is to provide auto liability claims and insurance services to Maricopa County departments, districts and trust members so they can reduce or manage the cost of claims, expenses, and obtain auto liability insurance at the best possible cost to the County.

ACTIVITY LEADER

Claims Mgr.

AL CONSULTATIONS SERVICE
AL COVERAGE DECISIONS SERVICE
AL EXCESS NOTIFICATIONS SERVICE
AL EXP APPRVLS & PMNTS SERVICE
AL FILE MNGT SERVICE
AL INSURANCE CERTIFICATIONS SERVICE
AL INSURANCE PROCUREMENT SERVICE
AL INSURANCE RENEWALS SERVICE
AL INVESTIGATIONS SERVICE
AL LITIGATION ACT PLANS SERVICE
AL MONETARY COLLECTIONS SERVICE
AL SETTLMNT NEGO SERVICE

Result: % of AL claims closed

Calculation Description: Divide the number of AL claims closed in the quarter by the number of AL claims opened in the quarter and pending at the beginning of the quarter

Result Denominator: Number of AL claims opened and pending

Output: # of AL claims closed and pending

Demand: Number of AL claims opened and pending

Efficiency: Cost per AL claim closed and pending

AUTO PROPERTY DAMAGE ACTIVITY

ACTIVITY STATEMENT

The purpose of the Auto Property Damage Activity is to provide auto property damage claims and insurance services to Maricopa County departments, districts and trust members so they can reduce or manage the cost of claims, expenses, and obtain auto property damage insurance at the best possible cost to the County.

ACTIVITY LEADER

Claims Mgr.

APD CONSULTATIONS SERVICE

APD COVERAGE DECISIONS SERVICE

APD EXP APPRVLS & PMNTS SERVICE

APD FILE MNGT SERVICE

APD INSURANCE CERTIFICATIONS SERVICE

APD INVESTIGATIONS SERVICE

APD MONETARY COLLECTIONS SERVICE

APD SETTLMNT NEGO SERVICE

Result: % of APD claims closed

Calculation Description: Divide the number of APD claims closed in the quarter by the number of APD claims opened in the quarter and pending at the beginning of the quarter

Result Denominator: Number of APD claims opened and pending

Output: Number of APD claims closed and pending

Demand: Number of APD claims opened and pending

Efficiency: Cost per APD claim closed and pending

GENERAL LIABILITY ACTIVITY

ACTIVITY STATEMENT

The purpose of the General Liability Activity is to provide general liability claims and insurance services to Maricopa County departments, districts and trust members so they can reduce or manage the cost of claims, expenses, and obtain general liability insurance at the best possible cost to the County.

ACTIVITY LEADER

Claims Mgr.

GL CONSULTATIONS SERVICE

GL COVERAGE DECISIONS SERVICE

GL EXP APPRVLS & PMNTS SERVICE

GL FILE MNGT SERVICE

GL INSURANCE CERTIFICATIONS SERVICE

GL INSURANCE PROCUREMENT SERVICE

GL INSURANCE RENEWALS SERVICE

GL INVESTIGATIONS SERVICE

GL LITIGATION ACT PLANS SERVICE

GL MONETARY COLLECTIONS SERVICE
GL SETTLMNT NEGO SERVICE
GL EXCESS NOTIFICATIONS SERVICE

Result: % of GL claims closed

Calculation Description: Divide the number of GL claims closed in the quarter by the number of GL claims opened in the quarter and pending at the beginning of the quarter

Result Denominator: Number of GL claims opened and pending

Result: Percent of County expenditures spent on Risk Management (Cost of Risk)

Calculation Description: Divide Risk Management's expenditures at the end of the fiscal year by the County's expenditures at the end of the fiscal year.

Result Denominator: Total County expenditures

Output: Number of GL claims closed and pending

Output: Total County expenditures

Demand: Number of GL claims opened and pending

Efficiency: Cost per GL claim closed and pending

MEDICAL MALPRACTICE ACTIVITY
ACTIVITY STATEMENT

The purpose of the Medical Malpractice Activity is to provide medical malpractice claims and insurance services to Maricopa County departments, districts and trust members so they can reduce or manage the cost of claims, expenses, and obtain medical malpractice insurance at the best possible cost to the County.

ACTIVITY LEADER

Claims Mgr.

MM CONSULTATIONS SERVICE
MM COVERAGE DECISIONS SERVICE
MM EXCESS NOTIFICATIONS SERVICE
MM FILE MANAGEMENT SERVICE
MM INSURANCE CERTIFICATIONS SERVICE
MM INSURANCE PROCUREMENT SERVICE
MM INSURANCE RENEWALS SERVICE
MM INVESTIGATIONS SERVICE
MM LITIGATION ACT PLANS SERVICE
MM MONETARY COLLECTIONS SERVICE
MM SETTLMNT NEGO SERVICE
MMEXPAPPRVLS & PMNTS SERVICE

Result: % of MM claims closed

Calculation Description: Divide the number of MM claims closed in the quarter by the number of MM claims opened in the quarter and pending at the beginning of the quarter

Result Denominator: Number of MM claims opened and pending

Output: Number of MM claims closed and pending
Demand: Number of MM claims opened and pending
Efficiency: Cost per MM claim closed and pending

PROPERTY DAMAGE ACTIVITY

ACTIVITY STATEMENT

The purpose of the Property Damage Activity is to provide property damage claims and insurance services to Maricopa County departments, districts and trust members so they can reduce or manage the cost of claims, expenses, and obtain property damage insurance at the best possible cost to the County.

ACTIVITY LEADER

Claims Mgr.

PD CONSULTATIONS SERVICE

PD COVERAGE DECISIONS SERVICE

PD EXCESS NOTIFICATIONS SERVICE

PD EXP APPRVLS & PMNTS SERVICE

PD FILE MANAGEMENT SERVICE

PD INSURANCE CERTIFICATIONS SERVICE

PD INSURANCE PROCUREMENT SERVICE

PD INSURANCE RENEWALS SERVICE

PD INVESTIGATIONS SERVICE

PD MONETARY COLLECTIONS SERVICE

PD SETTLMNT NEGO SERVICE

Result: % of PD claims closed

Calculation Description: Divide the number of PD claims closed in the quarter by the number of PD claims opened in the quarter and pending at the beginning of the quarter

Result Denominator: Number of PD claims opened and pending

Output: Number of PD claims closed and pending

Demand: Number of PD claims opened and pending

Efficiency: Cost per PD claim closed and pending

UNEMPLOYMENT ACTIVITY

ACTIVITY STATEMENT

The purpose of the Unemployment Activity is to provide unemployment claims oversight and insurance services to Maricopa County departments, districts and trust members so they can reduce or manage the cost of claims, expenses.

ACTIVITY LEADER

Claims Mgr.

UC LITIGATION ACT PLANS OVRST SERVICE

UN CONSULTATIONS OVERSIGHT SERVICE

UN CONTRACT ADMINISTRATION SERVICE
UN COVERAGE DECISIONS SERVICE
UN EXP APPRVLS & PMNTS OVRST SERVICE
UN FILE MNGT OVERSIGHT SERVICE
UN INSURANCE CERTIFICATIONS SERVICE
UN INVESTIGATIONS OVERSIGHT SERVICE
UN MONETARY COLLECTIONS OVRST SERVICE

Result: % of potential liability saved

Calculation Description: NONE

Result Denominator: \$ of potential liability

Output: \$ of potential liability

Demand: Number of unemployment claims

Efficiency: Cost per non-protestable claim

WORKERS' COMPENSATION ACTIVITY

ACTIVITY STATEMENT

The purpose of the Workers Compensation Activity is to provide workers compensation claims oversight and insurance services to Maricopa County departments, districts and trust members so they can reduce or manage the cost of claims, expenses, and obtain workers compensation insurance at the best possible cost to the County.

ACTIVITY LEADER

Claims Mgr.

WC CONSULTATIONS OVERSIGHT SERVICE
WC CONTRACT ADMINISTRATION SERVICE
WC COVERAGE DECISIONS SERVICE
WC EXCESS NOTIFICATIONS SERVICE
WC EXP APPRVLS & PMNTS OVRSGHT SERVICE
WC FILE MNGT OVERSIGHT SERVICE
WC INSURANCE CERTIFICATIONS SERVICE
WC INSURANCE PROCUREMENT SERVICE
WC INSURANCE RENEWALS SERVICE
WC INVESTIGATIONS OVERSIGHT SERVICE
WC LIT ACT PLANS OVERSIGHT SERVICE
WC MONETARY COLLECTIONS OVRSIG SERVICE
WC SETTLMNT NEGO OVERSIGHT SERVICE

Result: % of WC claims closed

Calculation Description: Divide the number of WC claims closed in the quarter by the number of WC claims opened in the quarter and pending at the beginning of the quarter

Result Denominator: Number of WC claims opened and pending

Output: # of claims closed and pending
Demand: # of claims opened and pending
Efficiency: Average cost per claim closed and pending

ENVIRONMENTAL MANAGEMENT PROG PROGRAM STATEMENT

The purpose of the Environmental Management Program is to provide environmental technical services to Maricopa County departments, districts, and trust members so they can minimize or eliminate liabilities.

ENVIRONMENTAL MANAGEMENT SVCS ACTIVITY ACTIVITY STATEMENT

The purpose of the Environmental Management Services Activity is to provide environmental management services for Maricopa County departments, districts and trust members so they can identify and mitigate potential liabilities

ACTIVITY LEADER

Environmental Mgr

CONTRACT REVIEW AND MANAGEMENT SERVICE ENVIRONMENTAL CONSULTATIONS SERVICE ENVIRONMENTAL INSPECTIONS SERVICE ENVIRONMENTAL MONETARY RECOVER SERVICE ENVIRONMENTAL REMEDIATIONS SERVICE ENVIRONMENTAL TRAINING SERVICE PROPERTY SURVEYS SERVICE

Result: % reduction/increase in possible environmental liability exposures

Calculation Description: The reduction/increase in environmental exposures for the fiscal year divided by the dollar value of possible County liability exposures (Output/Demand - auto calculates)

Result Denominator: \$ value of possible County liability exposures

Output: \$ value of possible County liability exposures.

Demand: Number of environmental projects open and pending.

Efficiency: Cost per environmental project closed

SAFETY MANAGEMENT PROGRAM PROGRAM STATEMENT

The purpose of the Safety Management Program is to provide safety management services to Maricopa County departments, districts and trust members so they can ensure standards compliance and control and/or prevent losses.

SAFETY MANAGEMENT SERVICES ACTIVITY

ACTIVITY STATEMENT

The purpose of the Safety Management Services Activity is to provide consultation, technical, and training services to the Maricopa County departments, districts and trust members so they can ensure standards compliance and control and/or prevent losses

ACTIVITY LEADER

Safety Manager

ACCIDENT INVESTIGATIONS SERVICE

CDL DRUG AND ALCOHOL TESTING SERVICE

CDL EXAMINATIONS/EVALUATIONS SERVICE

DOT VEHICLE INSPECTIONS SERVICE

EMERGENCY RESPONSES SERVICE

OSHA COMPLIANCE INSPECTIONS SERVICE

REPORTS AND RECORDS SERVICE

SAFETY CONSULTATIONS SERVICE

SAFETY CONTRACT SERVICES SERVICE

SAFETY INSPECTIONS SERVICE

SAFETY TRAINING SESSIONS SERVICE

VEHICLE/OPERATOR PERMITS SERVICE

Result: % of County employees not injured

Calculation Description: Number of County employees not injured in the month divided by the number of County employees including hospital at the end of the month (Output/Demand - auto calculates)

Result Denominator: # of County employees

Result Name: % reduction/increase of County injury incident rate compared to a 3 year average rate

Calculation Description: Compare injury incident rate for the fiscal year to a 3-year average rate. Injury incident rate = number of injuries x 200,000 / hours of exposure

Result Denominator: 3 year average of County injury incident rate

Output: # of County employees not injured

Output: 3 year average of County injury incident rate

Demand: # of County employees

Efficiency: \$ cost per County employee not injured

ADMINISTRATIVE SERVICES PROG

PROGRAM STATEMENT

BUDGETING ACTIVITY

ACTIVITY STATEMENT

The purpose of the Budgeting Activity is to produce an annual budget request and related consultative services to department leadership so they can make informed program and budgeting decisions while staying within their approved budget.

ACTIVITY LEADER

TBD

BUDGET CONSOLIDATION SERVICE

Result: Percentage of activities within budget at year-end

Calculation Description: Total number of activities that do not exceed their revised budget allotment / total number of activities.

Result Denominator: Number of activities budgeted

Output: Number of activities budgeted

Demand: NA

Efficiency: TBD

EXECUTIVE MANAGEMENT ACTIVITY

ACTIVITY STATEMENT

NONE

ACTIVITY LEADER

TBD

EXECUTIVE MANAGEMENT SERVICE

Result: NA

Calculation Description: NONE

Result Denominator: NA

Output: NA

Demand: NA

Efficiency: NA

FINANCIAL SERVICES ACTIVITY

ACTIVITY STATEMENT

The purpose of the Financial Services Activity is to provide general accounting reporting for the department management so they can meet their financial obligations and manage their financial operation in support of their mission.

ACTIVITY LEADER

TBD

FINANCIAL SERVICES SERVICE

Result: NA

Calculation Description: NONE

Result Denominator: NA

Output: Total Department Expenditures

Demand: NA

Efficiency: Cost of Financial Services Activity as a Percent of Total Department Expenditures

HUMAN RESOURCES ACTIVITY

ACTIVITY STATEMENT

The purpose of the Human Resources Activity is to provide human resources transactional and/or consultative support to department management so that they can hire, manage and retain a qualified and productive workforce.

ACTIVITY LEADER

TBD

HUMAN RESOURCES SERVICE

Result: Percent of employees satisfied with the level of training received for the job

Calculation Description: Percentage of employees more satisfied than dissatisfied with the level of training received for the job.

Result Denominator: Number of employees

Result: Percent of paychecks/paycards issued using direct deposit

Calculation Description: Number of paychecks issued using direct deposit divided by the total number of paychecks issued for the department.

Result Denominator: Number of paychecks/paycards issued

Result: Retention rate of employees 6 months post hire by department

Calculation Description: The number of employees working for the County 6 months after hire/rehire divided by the number of new hires.

Result Denominator: Number of employees hired and retained or terminated after 6 months by department

Result: Retention rate of employees one year post hire by department

Calculation Description: The number of employees working for the County one year after hire/rehire divided by the number of new hires.

Result Denominator: Number of employees hired and retained or terminated after one year by department

Result: Trip Reduction Survey response rates for each department

Calculation Description: Number of employees who respond to the Trip Reduction survey divided by the total number of employees in the department

Result Denominator: Number of Trip Reduction Survey requests

Output: NA

Output: Number of employee grievances by department

Output: Number of employees

Output: Number of employees hired and retained or terminated after 6 months by department

Output: Number of employees hired and retained or terminated after one year by department

Output: Number of Ombudsman referrals by department

Output: Number of paychecks/paycards issued

Output: Number of Trip Reduction Survey requests

Demand: NA

Efficiency: NA

PROCUREMENT ACTIVITY

ACTIVITY STATEMENT

The purpose of the Procurement Activity is to provide materials management services and technical expertise to department staff so they can effectively and efficiently obtain the services and commodities they need to fulfill their mission.

ACTIVITY LEADER

TBD

PROCUREMENT SERVICE

Result: Percentage of procurement transactions that are direct paid through Finance

Calculation Description: The total number of Article 3-type purchases using direct pay divided by the total number of Article 3-type purchases

Result Denominator: Number of procurement transactions

Output: Number of procurement transactions

Demand: NA

Efficiency: NA

GENERAL GOVERNMENT

PROGRAM STATEMENT

CENTRAL SERVICE COST ALLOC ACTIVITY

ACTIVITY STATEMENT

NA

ACTIVITY LEADER

TBD

CENTRAL SERVICE COST ALLOC SERVICE

Result: NA

Calculation Description: NONE

Result Denominator: NA

Output: NA

Demand: NA

Efficiency: NA